

**PI ETA CONSULTING COMPANY**

# **Structuring Optimal Banking Lines**

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## **OUTLINE FOR STRUCTURING OPTIMAL BANKING LINES PROGRAM, A 4-DAY PROGRAM**

- **Structure and Workings of Key Corporate Banking Products**
  - Loans
    - Characteristics of Different Types of Financing
      - Asset Conversion Financing
      - Asset Protection Financing
      - Asset Based Financing
      - Cash Flow Financing
      - Project Financing
    - Loan Types
      - Term Loan
      - Short Term Revolving Facilities
    - Interest Rate Framework
      - Types of Interest Rates
      - Interest Rate Basis
      - Cost of Funding
      - Components of Pricing
      - Concepts of Pricing
    - Fees
    - Type of Commitment
    - Syndicated Facilities
      - Overview of the Loan Syndication Market
      - Major Syndication Markets
      - Discussion on the Various Aspects of the Term Sheet
      - Types of Commitment to the Borrower
      - Types of Fees Payable / Market Practice
      - Cost Analysis for the Borrower
      - Introduction to the Principal Phases
      - The Syndication Time Schedule
      - Content of a Typical Info Memo
      - Preparing for the Loan Signing Ceremony
  - International Trade Finance
    - Impact of INCOTERMS 2000 on the Movement of Goods, the Responsibilities of Both Buyer and Seller
    - Key Trade Documentation
    - Methods of Payments and the Risk for the Various Parties
    - Documentary Collection
      - Parties of a Documentary Collection Transaction
      - Features of a Documentary Collection

- Discussion on Various Types of Letters of Credit
  - Risk Factors when Issuing Letters of Credit
  - Sight /Term LCs
  - Confirmed LC
  - Transferable LCs
  - Back to Back LCs
  - Revolving LCs
  - Red Clause LCs
  - Green Clause LCs
- Bonds and Guarantees
  - Bid / Tender Bonds
  - Performance Bonds
  - Advance Payment Bonds
  - Retention Bonds
  - Maintenance / Warranty Bonds
  - Customs Bonds
  - Shipping Guarantees
- Cash Management
  - Understanding the Needs of Corporate Treasurers
  - Review of Various Cash Management Models Adopted by MNCs
  - Cash Management Solutions
    - Liquidity Management Solutions
      - Pooling
      - Sweeping
    - Payment Solutions
      - Types of Local Payments
      - Types of International Payments
      - Payment Systems
    - Collection Solutions
      - Types of Local Collection
      - Types of Cross Border Collection
      - Collection Systems
  - Delivery Platforms
- Treasury
  - Derivatives Securities
    - FX Options
    - Currency Swaps
    - Interest Rate Swaps
    - Interest Rate Collars
  - Credit Derivatives
    - Total Return Swap
    - Credit Default Swap
    - Credit Linked Notes
- **Determining the Credit Facility Structure**
  - Why It Is Important
  - How Improper Structuring of Credit Lines Can Cause Problems for the Borrower and the Lender
- **Understanding the Components of a Company's Working Capital Cycle**
  - Key Drivers of Cash Needs and Its Impact on a Company

- **Determining the Financing Gap**
  - Understanding Short and Long Term Needs
  - Tenor Matching and Its Implications
  - Determining a Company's Working Capital Requirement
    - Cash Tied Up in Inventories
    - Cash Tied in Receivables
    - Amount of Spontaneous Financing Available
  
- **Structuring Short Term Credit Lines**
  - Structuring Import Lines
  - Structuring Export Lines
  - Structuring General Working Capital Lines
  - Structuring FX Lines
  - Risks in Structuring Trade Lines with Sub Limits
  - Risks of Omnibus Lines
  
- **Determining and Dealing with Permanent Working Capital Requirements**
  - Determining the Level of Permanent Working Capital Financing
  - Appropriate Financing Instruments
  
- **Structuring Long Term Credit Lines**
  - Roles of Banks in Term Lending
  - Evaluating Cash Flows to Determine Debt Service
    - Source of Repayment
    - Debt Service Ratio
    - Loan Quantum
    - Loan Tenor
  - Repayment Structures
  - Balance between Debt and Equity
  
- **Difference between Debt Capacity and Debt Services**

For more information, please contact PI ETA Engagement Resource (PEER) Group at  
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## **PROGRAM FACILITATORS**

### **Mr. Adam K. K. Wong B.Acc., FCPA, Certified Professional Trainer**

**Mr. Adam K. K. Wong** is a Business Domain Expert Facilitator with PI ETA Consulting Company. He is also an adjudicator of the Financial Industry Disputes Resolution Centre in Singapore.

Prior to his current appointments, he was a General Manager with Standard Chartered Bank and other international banks with 22 years of successful track record in Cash Management, eCommerce, Corporate Banking and Trade Finance and Small & Medium Enterprises.

Having strong strategic orientation and regional exposure in South East Asia and Hong Kong, he is credited with significantly growing global banks' SME assets by 450% and net profit by 140% over a 3-year period in Singapore. He also started a new cash management business for a leading bank in Asia and grew it to a USD35 billion business annually.

Mr. Wong graduated in Accountancy and is a Fellow Certified Public Accountant. He is also a Certified Credit Risk Management Professional and a Certified Professional Trainer.

Mr. Wong has contributed actively to the development and training of professionals in the financial services sector for the past 17 years by sharing his expertise regularly through The Institute of Banking and Finance, Singapore and various other organizations in Malaysia and Indonesia.

He has also conducted programmes in the area of banking and finance for Australian and local universities.

**Dr. Jeffrey C. K. Lim**  
**Ph.D., C.Sci., C.Math., FIMA, FRM, PRM, B.Fel.**

**Dr. Jeffrey C. K. Lim**, certified Financial Risk Manager (FRM<sup>1</sup>) and certified Professional Risk Manager (PRM<sup>2</sup>), is currently the Managing Director of PI ETA Consulting Company, a Treasury & Financial Risk Management Consulting Company.

A Chartered Scientist (C.Sci.<sup>3</sup>), a Chartered Mathematician (C.Math.<sup>4</sup>) and an elected Fellow of the Institute of Mathematics and Its Applications (IMA), U.K. (FIMA), Jeff earned his Ph.D. in Stochastic Financial Modeling from the University of Cambridge in England. Jeff's research interest at Cambridge was in the area of Arbitrage Opportunities occurring in the Mispricing of Financial Options, and his original research culminated in the publication of his doctoral dissertation entitled: "Multi-period Mean-Variance Option Portfolio Strategies".

Jeff was an authorized Securities & Financial Derivatives Representative in London, having been certified by The Securities and Futures Authority (SFA) in England, where he started his career as a Derivatives Analyst with Nomura International in London, England. He subsequently joined NatWest Markets from London, England to become its Head of Currency Structured Products for South and South-East Asia. Jeff then moved to American Express Bank to become its Director of Structured Products, prior to assuming his current position.

Jeff has also contributed to the development and enhancement of talent and infrastructure for Singapore's financial center as a guest Professor at the National University of Singapore's Center for Financial Engineering, where he was responsible for the curriculum of its Master of Science degree program's core modules in Financial Derivatives and Treasury Management. In addition, Jeff has also been invited by the Nanyang Technological University and the Singapore Management University to share his expertise in a similar capacity. In recognition of Jeff's expertise and experience in the field of Treasury and Financial Risk Management, the University of New South Wales Asia appointed Jeff to be its first Adjunct Professor with the university's Division of Business and Humanities.

At PI ETA Consulting Company, Jeff was Principal Inventor in two of the Patents that the company currently holds – one in Treasury & Financial Risk Management Systems, and the other in Knowledge Management Systems.

Professionally, Jeff is a Fellow of both The Global Association of Risk Professionals (GARP), U.S.A. and The Professional Risk Managers International Association (PRMIA), U.S.A. He is also a Fellow of the Cambridge Philosophical Society, U.K. and a Life-time Member of The Cambridge Society, U.K. Jeff is also honoured to be a Fellow of The Cambridge Commonwealth Society, U.K., having been previously awarded the Cambridge Commonwealth Trust and the Shell Group of Companies Doctoral Research Scholarship.

As a special recognition of Jeff's professional achievements, on 9 April 1999, Barons Who's Who conferred Jeff with the Barons Fellowship status, making him a Barons Fellow (B.Fel.). This award by their Charter, is limited to only the top 10% of those selected for publication in Barons Who's Who International.

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<sup>1</sup> The *Financial Risk Manager* (FRM) designation is awarded by The Global Association of Risk Professionals (GARP), U.S.A.

<sup>2</sup> The *Professional Risk Manager* (PRM) designation is awarded by The Professional Risk Managers International Association (PRMIA), U.S.A.

<sup>3</sup> The *Chartered Scientist* (C.Sci.) designation is awarded by The Science Council, U.K.

<sup>4</sup> The *Chartered Mathematician* (C.Math.) designation is awarded by The Institute of Mathematics and Its Applications (IMA), U.K.